

M9725
3.A22
1996/97
Copy 2

South Carolina State Museum Commission
Annual Accountability Report 1996 - 97

M9725
3. A22
1996/97
Copy 2

South Carolina State Museum Commission

ACCOUNTABILITY REPORT

Fiscal Year 1996-97

S. C. STATE LIBRARY

DEC 17 1997

STATE DOCUMENTS

RECEIVED

OCT 15 1997

Budget & Control Board
OFFICE OF STATE BUDGET

LETTER OF TRANSMITTAL
FROM THE
SOUTH CAROLINA STATE MUSEUM COMMISSION

To His Excellency, the Honorable David M. Beasley, Governor of South Carolina, and to the Honorable Members of the General Assembly of South Carolina.

On behalf of the South Carolina State Museum Commission, I am pleased to submit our agency's annual accountability report for the fiscal year 1996-97.

The mission statement, goals, objectives and performance measures included in this report have been developed by the Commission and staff of the State Museum over the last two years. The mission statement came out of a strategic planning retreat the Commission held in Camden in December 1995 as part of a year-long strategic planning process. Facilitated by Dr. Jon Pierce of the Center for Governance, Institute of Public Affairs, at USC, the process involved not only members of the Commission but also members of the Commission's auxiliary fund-raising arm, the SC State Museum Foundation, and the entire staff of the museum, including volunteers. Through a series of meetings the staff identified key stakeholder groups in the museum and discussed how best to satisfy their expectations, identified opportunities and threats in the external environment, then performed an internal assessment. From those meetings the staff developed six major strategic goals, which the Commission discussed and approved. Committees of staff members then met to examine each goal and to develop objectives and performance measures. In this process the staff received additional assistance from the Institute of Public Affairs at USC.

We hope that this report is helpful as you prepare the budget for the next fiscal year. If there are any questions, please contact Overton G. Ganong, Executive Director, at 737-4921.

Sincerely,

Overton G. Ganong
Executive Director

South Carolina State Museum Commission
Accountability Report, FY 1996-97

EXECUTIVE SUMMARY

The South Carolina State Museum is organized in nine programmatic areas. Three of them--Collections, Exhibition, and Field Services--form the core, mission-based programs of the museum. The others--Administration, Public Relations, Education, Public Safety, Building Services, and the Museum Store--support the mission-based programs, manage the physical plant and attend to the comfort, enjoyment and well-being of visitors.

Rather than serving different constituencies or addressing different problems, the nine programs are closely integrated to manage the museum's tangible resources and provide an enjoyable and enriching experience for our ultimate customer, the museum visitor. Ranking them in a hierarchical order of priority obscures, to a certain extent, the interrelatedness of the programs and the importance of each one to the success of our mission.

Nevertheless, since we were asked to rank the programs in descending order of priority, we set functional criteria based on the relationship of each program to the fundamental purposes of a museum, which are to collect, preserve and study objects of cultural and scientific significance, to exhibit and interpret those objects for the public benefit, and to use those collections and exhibits to teach about the subjects they represent. The programs that carry out those purposes received the highest priority ranking. Supporting programs, while still critically important to the operation of a museum, were ranked lower.

We rated the Collections program as the top priority because collections are central to the idea of a museum; they are the museum's reason for being, the core resource upon which all the other programs and services depend. Exhibition comes next in order, because the collections provide few benefits unless they are shown to the public. Third in priority is Field Services because it fulfills our mission of serving other museums in the state and thereby extending the educational impact of our museum state wide. Fourth is Administration because it provides the support services that enable the mission-driven programs to function. Public Relations comes next because without good public information the museum will attract few visitors. Once visitors do come, they must be admitted, oriented and taught, and this is the function of Education (a program that internally we call Education Administration/Visitor Services). Seventh on the priority list is Public Safety because its primary role lies in insuring that the visitors enjoy an orderly and safe environment in the museum. Eighth is Building Services, who keep the museum clean and attractive. Finally, the Museum Store gives visitors the

opportunity to purchase educational items and souvenirs of their visit, and also earns income to support programming, but it is not essential to the museum's core mission.

Last year our Commission and staff finished our strategic plan, which identified six broad goals: 1) to improve the museum's financial position by increasing funding from governmental, private and earned revenue sources, 2) to increase the size and diversity of the museum's audience, 3) to improve services to internal and external customers, 4) to improve the quality and accessibility of the museum's collections, 5) to create an organizational culture that encourages open communication, teamwork and continuous improvement, and 6) to enhance the quality of the museum's physical environment.

The museum is a customer focused organization. We manage an important cultural resource, our collections, but our most important product is the visitor's experience. Recognizing that each individual who visits the museum brings a different set of interests and expectations, we strive to make our exhibits and programs user friendly and accessible to people of widely varying ages and levels of education. We also work hard to provide a clean, attractive and safe environment and a pleasant atmosphere. Visitor survey data collected last year by MarketSearch, a Columbia marketing research firm, indicated that 77.3 percent of the visitors sampled were "very satisfied" and 16.9 percent "somewhat satisfied." Only 2.6 percent were either "somewhat dissatisfied" or "dissatisfied." Three focus groups conducted as part of that same research project showed that the museum enjoys a positive reputation in the community, although they also showed much room for improvement in the level of public awareness and interest in our programs.

Last year we made progress in a number of key areas, completing our strategic plan, developing a master plan for a proposed planetarium/observatory/theater complex, implementing a market research effort, expanding our traveling exhibition program, improving the accessibility of our exhibits to disabled people, hosting a special exhibition on bats, initiating a program of "camp overs" at the museum for scout groups, securing a new roof for the building, expanding our long-term exhibit on communications, and upgrading collections storage. These outcomes, and others, will be presented in the body of this report.

In pursuing our mission we frequently partner with other state agencies. For example, we employ graduate students in the Applied History program at USC as interns, enhancing their education with practical experience. We provide facilities for the Archives' annual SC History Day. We have partnered with SCETV in offering educational programs based on ETV's popular animated science program "The Magic School Bus." We worked with the Forestry Commission to create a "discovery" tree for the new Stringer

Discovery Center, a "hands-on area for children. We partnered with Rice Creek Elementary School to develop computer-based educational programs that allow students to interact with the museum on line. With the SC Arts Commission we jointly produced an exhibit featuring recent acquisitions in the SCAC's State Art Collection. Working with General Services, we have been storing art from the State House, and exhibiting some of the pieces, while the capitol is undergoing renovation.

MISSION STATEMENT

The South Carolina State Museum is a public, non-profit educational institution that collects, preserves, exhibits, and shares objects representing the state's natural history, cultural history, science and technology, and art. The museum's purposes are:

- 1) to educate and inspire young people, citizens of the state and out-of-state audiences with an understanding and appreciation of the heritage and culture of this state and beyond;
- 2) to serve as a complementary resource for the state's educational system, for business and economic development, and for the broader state-wide community; and
- 3) to assist other museums in the state.

To accomplish these ends the State Museum exhibits and interprets collections in a stimulating and entertaining manner to provide educational experiences for people of all ages.

DESCRIPTION OF PROGRAMS

Priority One: Collection (Internal title--Collections and Interpretation)

Program Cost:	State	\$550,704
	Federal	0
	Other	<u>72,361</u>
	Total	623,065

Program Goal: The goals of the Collections and Interpretation program are to collect, preserve, document and interpret the cultural and natural heritage of the state. Staff accomplish these goals through research, negotiating with donors and sellers, writing and public speaking, registration and cataloguing objects, storing and conserving collections, and developing interpretation for exhibits.

A sub-program of Collections and Interpretation develops educational programs for schoolchildren.

The strategic goals are 1) to improve the quality and accessibility of the museum's collections and 2) to improve services to internal and external customers.

Program Objectives:

1. To collect historical artifacts, scientific specimens and works of art relevant to South Carolina.

Outcome: In 1996-97 the museum recorded 125 accessions (each accession representing all the objects collected from one source at one time). These accessions contained 820 individual objects.

2. To establish a fund for the purchase of collections.

Output: A \$20,000 line item was created under "other" funds during FY 96-97. Earned income was earmarked to that account.

3. To create a "recent acquisitions gallery" in order to highlight the collecting process, to exhibit newly acquired objects and to aid in donor cultivation.

Outcome: A gallery was renovated and upfitted. Recent acquisitions concept was put on hold while the gallery was used for two changing exhibitions. (The first new acquisitions exhibit is scheduled for spring 1998. The gallery's usefulness in donor cultivation has yet to be determined.)

4. To develop a method to track the number of public requests for information and for assistance in identifying objects that are handled by curatorial staff.

Output: A method was developed and journals were purchased for staff.

Workload: Based on data collected informally in FY 96-97, there were about 1,500 requests made to the Collections staff.

Outcome: Direct public service performed by the staff is now measurable for future reports.

5. To register all objects added to the permanent collection in a timely manner, completing all numbering, cataloging and preparations for storage for at least 95 percent of accessions within three months of acquisition.

Outcome: Of the accessions added to the collection last year, 98.5 percent were fully processed within three months of being transferred to the museum.

6. To improve storage for textile collections to meet current standards in the museum field by providing padded hangers, minimizing folded storage and reducing the number of objects stored on top of one another, with the objective of repacking 80 percent of the military uniforms and 50 percent of the women's clothing in upgraded storage equipment.

Outcome: Storage improvements achieved for 100 percent of the military uniforms (245 objects) and 70 percent of women's clothing (283 objects).

7. To examine and perform conservation treatments on objects in the collection for the purposes of preserving them or preparing them for exhibition.

Output: Conservation treatments completed on 73 objects from the museum's collections.

Workload: Art -- 9 items, 207 staff hours
History -- 26 items, 798 staff hours
Natural history -- 6 items, 138 staff hours
Science/technology -- 32 items, 536 staff hours

8. To expand the educational services of the museum by developing a pilot project with Rice Creek Elementary School to allow students to communicate with museum staff on line.

Outcome: Curators and teachers conducted three on-line discussions with students; the museum hosted a special event for the Rice Creek PTO with over 400 parents and students attending. As a result of this program, the museum will go on line with all schools for the 97-98 school year.

9. To develop and offer science education programs based on ETV's "The Magic School Bus."

Outcome: Programs were delivered to 7,312 students visiting in organized school groups. An additional 15,805 parents and children attended during afternoons and weekends. In all, the programs served 23,117.

10. To experiment with a program of overnight "camp" experiences at the museum for scout groups.

Outcome: Two campovers were held, serving approximately 475 children. Based on the favorable public response to

these programs, the museum has scheduled four campovers next spring.

11. To develop an educational program to accompany a special exhibition on bats.

Outcome: A program was developed and presented to 2,862 schoolchildren.

Priority 2: Exhibition

Program Cost:	State	\$347,451
	Federal	0
	Other	<u>122,997</u>
	Total	470,448

Program Goal: The goals of the Exhibition program are to assist in planning and then to design, produce, install and maintain the long-term and temporary exhibits, to provide media and graphic support to all programs, and to coordinate the overall visual environment of the museum, including interior (and some exterior) modifications and additions to the physical plant.

The strategic goal is to increase the size and diversity of the museum's audience by presenting at least one major audience building exhibit per year.

Program Objectives:

1. To produce 15 changing exhibitions during FY 96-97.

Outcome: Fifteen exhibits were completed on schedule. Seven additional ones were added to the schedule during the year and were also completed, for a total of 22.

2. To present at least one major audience building exhibit each year.

Outcome: The exhibit "Masters of the Night: The True Story of Bats" was presented Feb. 2 - May 9, 1997. Attendance at the exhibit was 33,247.

3. To prepare two traveling exhibits for rental to other museums throughout the nation during FY 96-97.

Outcome: Two exhibits were prepared ("Last Miles of the Way: African-American Funeral and Mourning Customs" and "Homage: The Photographs of Paul Kwilecki") An additional exhibit ("America's Reconstruction: People and Politics After the Civil War") was acquired from another institution and refurbished to travel under the auspices

of the SC State Museum.

4. To complete an exhibit on motion picture technology for the Communications exhibit area during FY 96-97, the exhibit to include a sit-down mini-theater.

Outcome: Exhibit area of approximately 600 square feet completed by June 30, 1997.

5. To complete planning and design and to initiate construction of a 3,500-square-foot exhibit on the history and technology of forestry in South Carolina, with a projected opening date of September 30, 1997.

Outcome: Design planning was complete and exhibit preparation was under way by June 30, 1997.

6. To enhance the museum's educational and facility rental services by acquiring satellite downlink capability by June 30, 1997.

Outcome: Equipment was specified, bids solicited, and equipment ordered, but the installation of the equipment was postponed until FY 97-98 owing to the reroofing of the building and the need to budget additional funds to meet unanticipated installation costs.

Priority No. 3: Field Services

Program Cost:	State	\$65,173
	Federal	0
	Other	<u>9,510</u>
	Total	74,683

Program Goal: The primary goal is to improve the quality and professionalism of museums in South Carolina by providing direct technical assistance, professional training, and traveling exhibits, and also by supporting the activities of the South Carolina Federation of Museums. Another goal is to increase financial support for the State Museum and the Federation by coordinating grant application efforts.

Strategic Goal: To improve services to internal and external customers.

Program Objectives:

1. To provide support to museums throughout the state by administering a traveling exhibit program.

Outcome: Eighteen exhibits were available in FY 96-97;

they were booked 54 times, were seen by approximately 13,500 people (estimated attendance figures supplied by participating museums). The program earned \$9,268 from exhibit rental fees.

Efficiency: Revenue generated by exhibit rental fees, per traveling exhibit: \$600.

2. To gather information on the needs of local museums by conducting site visits, and to provide technical information as requested.

Workload: In FY 96-97 staff conducted 38 site visits and offered consultant assistance and technical information 164 times. Fourteen members of the museum staff participated in the program.

Efficiency: Average travel and materials cost per consultancy/site visit: \$40.00.

3. To offer at least four training workshops for in-state museum professionals, trustees and volunteers during FY 96-97.

Outcome: Eight workshops and training activities were offered.

Efficiency: Average cost of each formal training workshop per participant: \$30.00.

Percentage of participants in workshops relative to capacity: 98%.

4. To research and disseminate grant information to staff and to coordinate the preparation of grant proposals.

Outcome: Eleven grant proposals were prepared and submitted, of which 4 were funded.

Priority 4: Administration

Program Cost:	State	\$3,007,508
	Federal	0
	Other	<u>105,431</u>
	Total	3,112,939

Program Goals: The goals of the Administration program are 1) to support agency operations by providing timely and accurate accounting and financial records keeping, coordinating the use of information technology, managing human resources and providing administrative staffing support, 2) to chart a course for the future by coordinating planning for new facilities and programs, 3) to generate income and public good will for the museum by administering a facility rental program, and 4) to create a

welcoming and accessible environment for visitors with special needs.

The strategic goals are 1) to improve the museum's financial position by increasing funding for governmental, private and earned revenue sources, 2) to improve services to internal and external customers.

Program Objectives:

1. To complete a conceptual program, architectural plan and projected capital and operating budgets for a new planetarium/ observatory/theater complex at the museum.

Outcome: Architects and consultants were engaged and a master planning study was completed, including schematic building and site plans, a model, and projected budgets.

2. To secure an increase of \$233,011 in General Fund appropriations for the rental of food service space in the Columbia Mills Building, for promotion and marketing, for accounting and data processing personnel, for administrative upgrades and for a new Curator of Art position.

Outcome: None of the increases was funded by the General Assembly.

3. To work with General Services to establish a food service operated by a commercial vendor at the Columbia Mills Building.

Outcome: A contract was negotiated between the Budget and Control Board and a prospective vendor. Contract offer was withdrawn when the vendor could not arrange sufficient financing to launch the venture.

4. To design and implement services and facilities to make the museum more accessible to visitors with disabilities.

Outcome: The museum developed large-print guide maps for visually impaired people, installed infra-red transmitters at each audio-visual program to assist hard-of-hearing visitors (who use headphones provided at the admissions desk), built tactile replicas of major exhibits for use by blind people, and developed an audio tape tour of touchable exhibits for those who are blind. A plan to install captioning on the museum's two principal audio-visual programs was postponed owing to lack of funds.

5. To connect the museum to the Internet in order to facilitate research and professional communication, and to

more broadly disseminate information about the museum to the general public.

Outcome: The museum is now connected to the Internet and has a Web page. Twenty-two workstations have Internet access, 21 of which are assigned to staff.

6. To generate revenue and public goodwill by renting spaces in the museum to outside organizations for functions.

Outcome: Museum facilities were rented 194 times in FY 96-97. The facility rental program served approximately 36,560 people and generated \$92,916 in gross revenues. Income from the program had been budgeted at \$45,000 for the year, so actual receipts amounted to a 206 percent increase over projections.

7. To improve the handling of procurements, financial record keeping and reporting.

Outcome: The number of staff authorized to purchase goods and services was reduced from 56 to 22, and new internal control procedures were written and implemented. Progress on improving record-keeping and reporting was slowed by a 100 percent turnover of the accounting and financial management staff between April and June 1997. In response to this loss, management converted a vacant receptionist position to an Accountant/Fiscal Analyst III (Accounting Supervisor) to increase the number of full-time staff in accounting from two to three.

Priority 5: Public Relations

Program Cost:	State	\$106,240
	Federal	0
	Other	<u>42,826</u>
	Total	149,066

Program Goal: The goal of the Public Relations program (internal title: Public Information and Marketing) is to increase public awareness, interest and participation in the exhibits and programs of the State Museum through publicity, advertising and marketing.

The strategic goal is to increase the size and diversity of the museum's audience.

Program Objectives:

1. To initiate an audience research program at the museum for the purpose of gathering information about the demographic characteristics, psychographic characteristics (interests and

sources of motivation) and levels of satisfaction of the museum audience, with the further objective of using the data collected to develop new marketing strategies.

Outcome: Museum conducted a formal procurement through MMO and established a relationship with MarketSearch of Columbia. An audience survey questionnaire was developed and implemented, and museum volunteers were recruited to administer it. In addition, three focus groups were conducted to test public attitudes about the museum, and a written report was prepared for the Museum Commission. The research program will continue through 1997-98, leading to a new marketing plan for the museum.

2. To produce at least 70 separate news releases on the museum's exhibits and programs during 1996-97 for dissemination to the media.

Outcome: There were 73 releases written and distributed, which resulted in the museum's receiving 760 clippings from newspapers and magazines statewide (approximately 10 printings per release). The publications using the releases gave them approximately 14,721,051 readership exposures during the course of the year.

3. To schedule a minimum of 110 appearances by museum staff on state and local radio and TV during 1996-97, approximately 2 appearances per week, with the target audience being the general public of South Carolina.

Outcome: Staff made 159 appearances, approximately 3 per week, reaching a potential audience of 795,000 (the Columbia metro media market) with each appearance.

4. To arrange at least 60 visits to the museum by the media for their own stories during 1996-97.

Outcome: Media made 65 visits to the museum and the stories produced reached a potential audience of 3,073,000 people.

**Priority 6: Education (internal title: Education Administration/
Visitor Services)**

Program Cost:	State	\$144,149
	Federal	0
	Other	<u>15,564</u>
	Total	159,713

Program Goals: The goals of the Education program are to admit visitors, both individuals and groups, in a pleasant, helpful

manner; to increase attendance at the museum by organized groups, both school and non-school; and to provide volunteer services to support the educational and operational goals of the museum.

The strategic goals are 1) to increase the size and diversity of the museum's audience and 2) to improve services to both internal and external customers.

Program Objectives:

1. To collect numerical data on the various museum admission categories as well as information on where museum visitors are coming from.

Outcome: Data collected and reported for FY 96-97.

Total attendance:	175,468
Adult (18 & up)	29,181
Senior/college discount	8,972
Student (ages 6-17)	14,499
Child (5 and under)	8,715
Adult group	6,951
Senior/college group	2,827
Child group	6,436
Friends members	18,669
School group	56,690
Adult free	6,245
Free Sunday	16,283

In June 1997, new software was installed on the admissions system to record visitors' points of origin by zip code. This new system went into operation July 1, 1997. Statistics will be available next year.

2. To promote group visits by marketing the museum educational programs to schools and organizations.

Workload: Staff visited 69 elementary schools in Richland and Lexington counties. Staff also attended the following professional conferences to market the school visit program: Palmetto Teachers, SC Education Assn., SC School Administrators, SC School Board Assn., SC School Counselors, SC School Librarians.

Outcome: 1139 reservations taken for school groups
493 reservations taken for non-school groups
1632 total group reservations

3. To recruit, train and place volunteers in appropriate roles throughout the museum.

Outcome: A class of 19 volunteers was recruited in the fall of 1996; 18 completed their training.

Number of active volunteers during the year: 114
Number of volunteer hours contributed: 8,768
Number of volunteers serving 5 or more years: 60
Number of volunteers serving 3-5 years: 16
Number of volunteers serving less than 3 years: 38

Priority 7: Public Safety

Program Cost:	State	\$304,561
	Federal	0
	Other	<u>14,445</u>
	Total	319,006

Program Goals: The goals of the Public Safety program are to protect the physical plant and collections of the State Museum and to ensure the safety and security of the public while on museum premises.

The strategic goal is to improve services to internal and external customers.

Program Objectives:

1. To maintain 24-hour security on the Columbia Mills Building 365 days per year, and by maintaining a security presence, to keep the number of reportable criminal incidents on museum property as low as possible.

Workload: Public Safety division maintained security on three shifts daily in the Control/Operations Center for 365 days, using 14,600 staff hours.

Outcome: Reported 1 incident of criminal activity to the National Crime Information Center during 1996-97.

2. To protect state property and museum staff and visitors by responding to alarms, accidents, property losses and incidents of theft, vandalism and disruptive or criminal behavior.

Workload: Staff responded to 1,508 security alarms, rendered first aid to visitors 58 times, processed 306 lost items and returned 57 of them to their rightful owners. (Items not claimed after 90 days are given to local charities.)

3. To ensure that all certified law enforcement officers meet or exceed mandated training requirements for recertification.

Outcome: During FY 96-97 two public safety officers graduated from the South Carolina Criminal Justice Academy. Only one officer came up for recertification

during the year, and that officer exceeded training requirements.

Priority 8: Building Services

Program Cost:	State	\$128,010
	Federal	0
	Other	<u>39,470</u>
	Total	167,480

Program Goals: The goal of the Building Services program to keep the museum's building clean, attractive, and in good repair by performing daily cleaning and maintenance, by arranging, through the Office of General Services, for maintenance and repairs to the building's HVAC, fire/security, electrical and mechanical systems, and by to coordinating interior/exterior renovation projects related to exhibit and staff needs. Another important goal is to support the operation of the facility rental program (see Priority 4: Administration) by setting up room arrangements and cleaning up after the guests.

The strategic goal is to enhance the quality of the museum's physical environment.

Program Objectives:

1. To secure through General Services the replacement of the roof on the Columbia Mills Building.

Outcome: The museum provided the impetus for roof replacement by urging action to correct persistent leaks, which were endangering exhibits and collections. General Services negotiated a solution with the roof manufacturer, and the roof was replaced free of charge to the state.

2. To coordinate the repair of the floor and the replacement of the carpet in the Cotton Mill Exchange, the museum's store.

Outcome: The floor was repaired and the carpet replaced. Building Services created a temporary store in the lobby so that sales could continue while the work was in progress.

3. To renovate interior spaces in preparation for new exhibit installations.

Outcome: Renovations completed on 3,500 square feet of third-floor space in preparation for the installation of the exhibit "Forests and People." Renovations completed for the installation of the Recent Acquisitions Gallery.

4. To respond to equipment breakdowns by coordinating repairs through General Services.

Outcome: Coordinated major repairs to the hydraulic cylinders and pistons on both the group elevator and the freight elevator during 1996-97. Repairs were successful and the elevators were returned to service.

Priority 9: Store

Program Cost:	State	\$	0
	Federal		0
	Other		<u>419,332</u>
	Total		419,332

Program Goal: The goal of the store, the Cotton Mill Exchange, is to improve the museum's financial position and to extend the museum's educational mission by profitably selling educational merchandise relating to all the museum's disciplines and promoting the culture and heritage of South Carolina.

The strategic goal is to improve the museum's financial position by increasing funding from governmental, private and earned revenue sources.

Program Objectives:

1. To generate \$425,000 dollars in gross sales during FY 96-97. This was the amount the museum budgeted to receive from store sales.

Outcome: The store achieved gross sales of \$520,207, an increase of \$95,207 over the objective, or 122.4 percent.

Efficiency: Sales per visitor were \$2.96. Sales per square foot were \$173.40.

2. To increase revenues from outside sales sources by creating wholesale accounts throughout the state for products developed at the State Museum.

Outcome: Twenty wholesale accounts were developed during the year.

3. To increase revenues by developing a satellite business in another region of the state to sell State Museum products.

Outcome: Store arranged a consignment agreement with a store in Greenville to sell museum products and earned \$3,876 on sales for the year.

4. To develop licensed products based on State Museum collections in order to generate revenue from royalty payments.

Outcome: Three new products were added. Royalty payments on all State Museum products totaled \$904.

5. To facilitate sales to school groups by providing pre-packaged bags of merchandise available through mail order.

Outcome: Mail order school-bag program produced sales of 1,505 bags and \$4,631 in gross income.

SOUTH CAROLINA STATE LIBRARY



0 01 01 0244962 5